

## Sample Leadership Competencies

The following examples are provided for your review. After identifying critical core competencies, it is important to confirm and expand upon them. Job or tasks analysis should be performed. The information provided below is from the National Academy of Public Administration, August 1997, Implementing real changes in Human Resources Management Phase III: Practical Tools, Appendix C, Page 125

COMPANY	LEADERSHIP COMPETENCIES
<i>Southern Company</i>	Empowerment skills, managing change, building teams, effective performance management, and personal effectiveness
<i>Westinghouse</i>	Business/profit orientation, team development, select and develop people, make “qualitative shift” and impact, intellectual curiosity/global mindset, and accept accountability, assume leadership and initiative
<i>Patent &amp; Trade Mark Office</i>	Achievement orientation, entrepreneurship, business orientation, creative problem solving, systems thinking, customer orientation, integrity/sensitivity, develop and empower others, building relationships, and commitment to PTO and values
<i>Xerox Federal Credit Union</i>	Problem identification, communicating information and ideas, decisiveness and follow-through, risk taking and innovation, interpersonal skills, selecting, developing, accepting people, leadership and using power, openness and flexibility, energy, drive and ambition, technical proficiency, coping with pressure/adversity, self insight and development, doing whatever it takes, and confronting problem subordinates.
<i>Levi-Strauss</i>	Strategic orientation, shared understanding, business literacy, mutual influence, cross-cultural effectiveness, group process/teamwork, systemic thinking, service orientation, self-awareness, and action orientation
<i>Ford Motor Company</i>	Functional proficiency, business acumen, quality methods, systemic thinking, drive for results, communication, courage, durability, innovation, desire to serve, teamwork and integrity
<i>Minnesota DOT</i>	Leadership, strategic/systemic thinking, organizational knowledge, quality management, technical knowledge, people management, and individual characteristics.
<i>Office of Personnel Management</i>  <i>See Next Page</i>	Vision, external awareness, creativity and innovation, strategic thinking, continual learning, resilience, flexibility, service orientation, conflict management, cultural awareness, team building, integrity/honesty, oral communication, written communication, influencing/negotiating, partnering, political savvy, interpersonal skills, accountability, problem solving, decisiveness, customer service, entrepreneurship, technical credibility, financial management, human resources management, and technology management.

## Career Development Programs

### LEADERSHIP EFFECTIVENESS INVENTORY

# SES EXECUTIVE CORE QUALIFICATIONS

**LEADING  
CHANGE**

**LEADING  
PEOPLE**

**RESULTS  
DRIVEN**

**BUSINESS  
ACUMEN**

**BUILDING  
COALITIONS/  
COMMUNICATION**

## LEADERSHIP COMPETENCIES

**Creativity and  
Innovation**

**Continual Learning**

**External Awareness**

**Flexibility**

**Resilience**

**Service Motivation**

**Strategic Thinking**

**Vision**

**Conflict  
Management**

**Cultural  
Awareness**

**Integrity/  
Honesty**

**Team Building**

**Accountability**

**Customer Service**

**Decisiveness**

**Entrepreneurship**

**Problem Solving**

**Technical  
Credibility**

**Financial  
Management**

**Human Resource  
Management**

**Technology  
Management**

**Influencing/  
Negotiating**

**Interpersonal Skills**

**Oral  
Communication**

**Partnering**

**Political Savvy**

**Written  
Communication**

# **LEADERSHIP COMPETENCIES**

## **1. LEADING CHANGE**

Creativity and Innovation  
Continual Learning  
External Awareness  
Flexibility  
Resilience  
Service Motivation  
Strategic Thinking  
Vision

**C**reativity and Innovation-Develops new insights into situations and applies innovative solutions to make organizational improvements; creates a work environment that encourages creative thinking and innovation; designs and implements new or cutting-edge programs/processes.

**C**ontinual Learning-Grasps the essence of new information; masters new technical and business knowledge; recognizes own strengths and weaknesses; pursues self-development; seeks feedback from others and opportunities to master new knowledge.

**E**xternal Awareness-Identifies and keeps up-to-date on key international policies and economic, political, and social trends that affect the organization. Understands near-term and long range plans and determines how to best be positioned to achieve a competitive business advantage in a global economy.

**F**lexibility-Is open to change and new information; adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.

**R**esilience-Deals effectively with pressure; maintains focus and intensity and remains optimistic and persistent, even under adversity. Recovers quickly from setbacks. Effectively balances personal life and work.

**S**ervice Motivation-Demonstrates awareness that effective leadership requires creating and sustaining an organizational culture that empowers employees to provide top quality customer service within the framework of their respective jobs; listens to employees, provides them with the tools they need to perform well, shows a willingness to believe in people, and enable them to achieve.

**S**trategic Thinking-Formulates effective strategies consistent with the business and competitive strategy of the organization in a global economy. Examines policy issues and strategic planning with a long term perspective. Determines objectives and sets priorities; anticipates potential threats or opportunities.

**V**ision-Takes a long-term view and acts as a catalyst for organizational change; builds a shared vision with others. Influences others to translate vision into action.

## **LEADERSHIP COMPETENCIES**

### **2. LEADING PEOPLE**

Conflict Management

Cultural Awareness

Integrity/Honesty

Team Building

**C**onflict Management-Identifies and takes steps to prevent potential situations that could result in unpleasant confrontations. Manages and resolves conflict and disagreements in a positive and constructive manner to minimize negative impact.

**C**ultural Awareness-Initiates and manages cultural change within the organization to impact organizational effectiveness. Values differences in the workforce; ensures that the organization builds on these differences.

**I**ntegrity/Honesty-Instills mutual trust and confidence; creates a culture that fosters high standards of ethical manner toward others, and demonstrates a sense of corporate responsibility and commitment to public service.

**T**eam Building-Consistently develops and sustains cooperative working relationships in all aspects of the job. Encourages and facilitates cooperation within the organization and with customer groups; fosters commitment, team spirit, pride, and trust.

## **LEADERSHIP COMPETENCIES**

### **3. RESULTS DRIVEN**

Accountability  
Customer Service  
Decisiveness  
Entrepreneurship  
Problem Solving  
Technical Credibility

**A**ccountability-Assures that effective controls are developed and maintained to insure the integrity of the organization. Holds self and others accountable for rules and responsibilities. Can be relied upon to ensure that projects within areas of specific responsibility are completed in a timely manner and within budget. Monitors and evaluates plans, focuses on results and measuring attainment of outcomes.

**C**ustomer Service-Balancing interest of a variety of clients; readily readjusts priorities to respond to pressing and changing client demands. Anticipates and meets the need of clients; achieves quality end-products; is committed to continuous improvement of services.

**D**ecisiveness-Exercises good judgement by making sound and well-informed decisions; perceives the impact and implications of decisions; makes effective and timely decisions, even when data are limited or solutions produce unpleasant consequences; is proactive and achievement oriented.

**E**ntrepreneurship-Identifies opportunities to develop and market new products and services within or outside of the organization. Is willing to take risks, initiates actions that involve a deliberate risk to achieve a recognized benefit or advantage.

**P**roblem Solving-Identifies and analyzes problems; distinguishes between relevant and irrelevant information to make logical decisions; provides solutions to individual and organizational problems.

**T**echnical Credibility-Understands and appropriately applies procedures, requirements, regulations, and policies related to specialized expertise. Understands linkages between administrative competencies and mission needs. Keeps current on issues, practices and procedures in technical areas.

## **LEADERSHIP COMPETENCIES**

### **4. BUSINESS ACUMEN**

Financial Management  
Human Resource Management  
Technology Management

**F**inancial Management-Demonstrates broad understanding of principles of financial management and marketing expertise necessary to ensure appropriate funding levels. Prepares, justifies, and/or administers the budget for the program area; uses cost-benefit thinking to set priorities; monitors expenditures in support of programs and policies. Identifies cost-effective approaches.

**H**uman Resource Management-Inspires, motivates, and guides others toward goal accomplishments; empowers others by sharing power, authority and information. Develops leadership in others through coaching and mentoring, rewards and corrects employees. Ensures staff are appropriately selected, utilized, appraised, and developed, on the basis of merit, and treats everyone in a fair and equitable manner.

**T**echnology Management-Uses efficient and cost-effective approaches to integrate technology into the workplace and improve program effectiveness. Develops strategies using new technology to enhance decision making. Understands the impact of technological changes on the organization.

## **LEADERSHIP COMPETENCIES**

### **5. BUILDING COALITIONS/ COMMUNICATION**

Influencing/Negotiating  
Interpersonal Skills  
Oral Communication  
Partnering  
Political Savvy  
Written Communication

**I**nfluencing/Negotiating-Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals; facilitates “win-win” situations.

**I**nterpersonal Skills-Considers and responds appropriately to the needs, feelings, and capabilities of different people in different situations; is tactful, compassionate and sensitive, and treats others with respect.

**O**ral Communication-Makes clear and convincing oral presentations to individuals or groups; listens effectively and clarifies information as needed; facilitates and open exchange of ideas and fosters atmosphere of open communication.

**P**artnering-Develops networks and builds alliances, engages in cross-functional activities; collaborates across boundaries, and finds common ground with a widening range of stakeholders. Utilizes contacts to build and strengthen internal support bases.

**P**olitical Savvy-Identifies the internal and external politics that impact the work of the organization. Approaches each problem situation with a clear perception of organizational and political reality, recognizes the impact of alternative courses of action.

**W**ritten Communication-Expresses facts and ideas in writing in a clear, convincing and organized manner.